

Kansas Adjutant General's Department – State Human Resources Guidelines

2011

10/2011

K.S.A. 75-2949e and 75-2949f; K.A.R. 1-11-1

PROGRESSIVE DISCIPLINE

Policy:

The Adjutant General's Department will utilize the principles of progressive discipline as described in this policy and its attachments. (See Progressive Discipline Chart.)

Comment:

- (1) Progressive discipline is correction generally administered in stages, starting from least severe progressing to the most severe.
- (2) Greater or lesser disciplinary action may be taken based on the severity of an offense, the frequency of committing related offenses, the particular circumstances involved, the employee's past work record and any other pertinent factors.
- (3) A first offense of a very serious nature could result in formal disciplinary action, including termination.
- (4) Discipline will be applied in a fair and consistent manner.
- (5) Discipline, with the exception of dismissal, is designed to redirect an employee and improve performance and/or behavior to an acceptable level.
- (6) In most circumstances, supervisors should provide an employee an opportunity to respond to an incident, issue or allegation prior to taking an informal action or recommending a formal one.
- (7) When an informal action is taken, the employee should be provided information regarding the action and desired outcome.
- (8) Discipline will be documented as specified in the definitions below.

Definitions:

1. Casual Counseling (*Preliminary Action*)

- The supervisor informally brings a performance or behavior concern to the attention of the employee and informs the employee of what needs to change.
- In most circumstances this is all that needs to be done.
- The supervisor documents the conversation in his/her supervisory file.

2. Verbal Counseling (*Informal Disciplinary Action*)

- Usually done when casual counseling has not affected the desired change.
- This is the first step in progressive discipline.

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- The supervisor formally brings a performance or behavior concern to the attention of the employee and informs the employee of what needs to change.
 - Documented in writing for the supervisory file.
3. **Counseling Memorandum** (*Informal Disciplinary Action*)
- Usually written by the immediate supervisor.
 - Signed by the employee.
 - Placed in the employee's official personnel file in the State Human Resource Office (SHRO).
4. **Letter of Reprimand** (*Informal Disciplinary Action*)
- Usually written by the unit supervisor, section supervisor, division director or worksite administrator.
 - Signed by the employee.
 - Placed in the employee's official personnel file in the State Human Resources office.
5. **Suspension, Dismissal, Involuntary Demotion and Reduction in Pay** (*Formal Disciplinary Actions*)
- Formal disciplinary actions are taken by the *Adjutant General*.
 - Affect pay and/or employment.
 - Suspension is one or more days off work *without pay*.
 - Dismissal is termination from state service.
 - Involuntary demotion is a reduction in classification or job title and wages/salary.
6. Any exceptions to this policy may be requested and approved by the Director of State Human Resource Office (SHRO). The merits of which will be taken on a case-by-case basis.